

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

GYRUS ACMI Corporation

Connecticut State Technology Extension Program

Lean Investment Pays Shingo Dividends

Client Profile:

Gyrus ACMI is a leader in the design and manufacture of precision optical and digital medical devices and accessories. The Stamford, Connecticut operation employs 178 people in the manufacture of endoscopic and diagnostic solutions to allow urologists and gynecologists to 'see and treat' patients in minimally invasive surgery.

Situation:

When ACMI Corporation and Gyrus Incorporated merged into Gyrus ACMI, the company wanted to change from the traditional practices of batch and queue processing but struggled to launch a successful Lean initiative. Growth continued to stall with low yields, increasing costs and poor customer response. Company leadership believed the only way for Stamford's manufacturing operations to succeed was to completely overhaul the organization with new leadership passionate about Lean and with the investment in operation-wide education, training and hands-on application. This was not a simple task in a union environment as the new plan called for a culture change in order to break down the traditional hierarchy management style and empower every employee. The new organizational model emphasized flexible, self-directed business units and training to promote the Lean transformation. Gyrus ACMI called on the Connecticut State Technology Extension Program (CONNSTEP), a NIST MEP network affiliate, to construct a plan to educate employees in Lean Awareness training and 5S instruction.

Solution:

CONNSTEP developed an in-house Continuous Improvement Champion Certification (CICC) Program. CONNSTEP worked with Gyrus ACMI to select a team of 18 employees to become CI champions. The program included a series of training modules that incorporated a real-time project, allowing Gyrus ACMI to achieve tangible, bottom-line results, while providing employees with practical Lean Manufacturing experience.

Results:

- * Realized \$140,000 in savings.
- * Reduced space by 58 percent, for a savings of \$350,000.
- * Increased on-time delivery from 70 percent to 95 percent.
- * Reduced lead time from 27 days to less than 29 hours.
- * Increased inventory turns from 2.5 times to over 5 times.
- * Awarded the 2007 Connecticut Bronze Shingo Prize.

Testimonial:

www.mep.nist.gov



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"CONNSTEP's philosophy fit well [into the plan] since they did not mimic the traditional consulting styles of 'executing on plans for their benefit' but more importantly, they facilitated the initial Kaizen events, constructed company-wide 5S and Lean awareness training and partnered to create a specific 'train the trainer' program structured around Stamford's business model. CONNSTEP is a real partner in our Lean journey."

Matthew Gregoire, Director of Operations